Community Capacity Assessment

Rev. 7/1/03

The completion of the assessment is intended to be a process that will give you the groundwork for strategic planning in your community. The scores are not nearly as important as the process of developing a rationale and further identifying of strengths, weaknesses, opportunities, threats (SWOT analysis) for each core value and concept. SWOT Analysis is a very effective way of identifying the Strengths and Weaknesses of your program, and of examining the Opportunities and Threats it may face. Carrying out an analysis using the SWOT framework helps programs to focus their activities into areas where they are strong and where the greatest opportunities for success lie.

Questions to ask when completing the SOWT Analysis:

Strengths
- What are the programs core competencies?
- What does your program do well?
- What relevant resources are available to the program?

Weaknesses
- What could be improved?
- What is done poorly?
- What should be avoided?
- What do you need?

Opportunities
- Where are the good opportunities?
- What are the interesting trends you are aware of?

Threats
- What obstacles does your program face?
- Are the required specifications for your job changing?
- Does the program have insufficient funds?
- Could any of the weaknesses noted seriously threaten the programs success?

This assessment tool is intended to help community organizations collect information about their and the community's capacity (knowledge and infrastructure). Armed with that information community organizations will be able to better identify areas where capacity may be enhanced.

The criteria listed here were adapted from a framework for the "Washington State Quality Award," which was based on the Malcolm Baldrige Award.[1] The criteria build on assessments completed during the first year of program implementation.

Community organizations should encourage other partners to be involved in this assessment, including coalition members and other tobacco prevention contractors, such as ESDs and tribes. Partners may be engaged through formal meetings, or by individually solicited feedback on the assessment.

Contractors should identify which "stage" best represents their current operation for tobacco prevention and control activities, and note it on the final scoring sheet.   Each stage consists of a range, once you identify what stage you are in, choose the number that best fits where your program is in that stage and put that on the score sheet.

Instruction Summary
1. Read through core value/ concepts ratings
2. Conduct a SWOT analysis for each core concept
3. Based on your SWOT analysis, enter a numerical score (1-9) on the score sheet.
4. Enter the completed assessment information into CATALYST **by September 30, 2003**.
5. Notify your contract manager when you have completed the capacity assessment.

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[1]Established in 1987 by the National Institute of Standard and Technology, US Department of Commerce, to recognize organizations excelling in quality achievement and management

SCORE SHEET – Community Capacity Assessment

Name of Organization: _____

Primary Contact for Completing Assessment: _____

Other agencies/organizations/individuals involved in completing assessment:

_____   _____
_____   _____
_____   _____
_____   _____
_____   _____
_____   _____

Date Completed: _____   Date Entered into CATALYST:_____

Core Value/Concept	Stage (1-9)
1. Organizational Capacity	
2. Program Implementation	
3. Program Evaluation	
4. Use of Data	
5. Community Mobilization	
6. Policy Advocacy	
7. Media Advocacy	
8. Youth Empowerment	
9. Public Awareness & Education	

CORE VALUE/CONCEPT RATINGS
Community Assessment

Core Value/Concept	Stage 1			Stage 2			Stage 3		
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Organizational Capacity	- Staff members dedicated to tobacco prevention/control are half-time. - Employees may lack knowledge or skill in tobacco control. - Organization may provide little community leadership. - Upper management is aware of program. - Organization's management does not support tobacco control efforts. - Budget is insufficient. - No strategic plan looking out more than 2 years.			- Half-time to full-time staff dedicated to tobacco. - Employees may minimal knowledge or specific skills. - Staff may recognize need for certain types of training. - Organization provides some community leadership. - Upper management is frequently briefed on activities. - Management supports tobacco prevention & control work. - Budget provides for basics - Strategic plan in place or underway.			- Multiple staff members dedicated to tobacco control (>=1 FTE, depending on size of community). - Employees are highly trained and skilled staff. - Recognize and address training needs among staff. - Organization provides strong community leadership. - Upper management speaks on behalf of your activities to outside organizations, key stakeholders, and legislators. - Management supports and provides leadership - Budget is sufficient. - Strategic planning is on going.		

Core Value/Concept	Stage 1			Stage 2			Stage 3		
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Program Implementation	• Have planned and implemented a small number of programs or activities, with little change from Year 1. • Does not have a time-bound implementation plan to complement annual workplan.			• Has successfully planned and implemented a variety of programs or activities, across several component areas (cessation, secondhand smoke, youth access, youth prevention).for a variety of target audiences. • Has a skeleton time-bound implementation plan for annual workplan.			• Organization regularly and successfully plans and implements multiple activities and programs across all component areas (cessation, secondhand smoke, youth access, youth prevention). • Has a detailed time-bound implementation plan, with identified lead staff for activities.		
Program Evaluation	• Staff has little knowledge or training in evaluation. • Minimal evaluation of program activities to determine effectiveness. • Program goals are not written in terms that can be measured.			• Staff has some evaluation training or access to evaluation experts. • Some attempts to evaluate program activities. • Program goals are mostly written is easily measured terms.			• Program goals are measurable and shared. • An evaluation plan is in place and systematic evaluation of all or most activities occurs. • Staff performs it own evaluation or contracts for it.		
Use of Data	• Community has little awareness of its own population's characteristics, beyond anecdotal or subjective information. • Data may be available, but not well used.			• Some community data are examined and used for planning and/or education. • May have ideas regarding special populations at risk for tobacco use within the community.			• There is a strong sense of risk factors within the community. • Data have been used to identify target groups/areas for program planning and evaluation.		

Core Value/Concept	Stage 1			Stage 2			Stage 3		
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Community Mobilization	• Current programs run without input and collaboration from multiple organizations. • Little community member involvement.			• Some partnership among multiple organizations. • Some input/involvement from community members. • May have an adult/youth advisory group.			• Frequent and structured partnership among organizations and community members. • Includes active adult and youth advisory groups.		
Policy Advocacy	• Local policymakers may be aware of organization and their efforts. • Occasional interaction may occur between them (e.g. legislators may receive newsletters, frequent visits to local city or county councils)			• Individuals from the organization may contact local policymakers occasionally. • Organization may be discussing /approaching public policy initiatives. • Successful change may have occurred at individual levels (restaurant, worksite)			• Local policymakers well aware of activities in their communities. • Organizations have conducted public policy initiatives. • Organizations successfully achieved policy change at city/county/organizational levels.		
Media Advocacy	• Local media may be aware of local organization. • Sends organizations occasional media releases.			• Organization staff has formed relationships with local media. • Frequent media coverage of events occurs. • Spokespersons (staff or volunteer) for tobacco issues may be identified and trained.			• A plan exists for strategic media releases with content that supports the community's plan for program implementation and policy reform. • Relationships exist with local media • Staff are trained….		

Youth Empowerment	• Staff may have worked with youth as part of specific programs (for example media literacy or TATU)	• Staff may have worked with youth through multiple programs. • Youth may support staff implementation of youth activities.	• Youth development strategies are in place. • Youth activities are youth-led and youth-driven, adult-guided. • Local youth activities link with statewide youth activities.
Public Awareness & Education	• May have established some presence in community through health fairs and/or other community events. • May serve as a "lending library" or resource for information. • May have information on website.	• May have a periodic newsletter or other means of alerting public to tobacco issues. • May use other venues to actively promote public awareness, such as through service clubs. • Have website with frequently changing information.	• Regular, ongoing communication of resources and activities thru a variety of means and media. • Identified target audiences and developed plan for regular communication with them.

SWOT ANALYSIS

Strengths:

Weaknesses:

Opportunities:

Threats:

Rationale for Capacity Score:

<u>SWOT ANALYSIS</u>
Strengths:

Weaknesses:

Opportunities:

Threats:

Rationale for Capacity Score:

<u>SWOT ANALYSIS</u>
Strengths:

Weaknesses:

Opportunities:

Threats:

Rationale for Capacity Score:

Core Value: Use of Data

SWOT ANALYSIS
Strengths:

Weaknesses:

Opportunities:

Threats:

Rationale for Capacity Score:

SWOT ANALYSIS

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Strengths:

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